STRATEGIC PLAN

2004

■ENVIRONMENT

During the timeframe 2004-2013, we can expect continued acceleration in the pace of change in the emergency management environment. A similar statement was made in previous strategic plans for the Virginia Department of Emergency Management (VDEM), and reality has exceeded expectations each time. Events following the tragedies of September 11, 2001, certainly have indicated significant redirection of priorities and resources at all levels of government. This Strategic Management Plan is designed to provide a snapshot of where the agency is now, where we intend to go, and how we would propose to get there. During the next ten years, we expect a number of significant changes in the environment in which VDEM will operate—social, political, economic, technological, organizational, and professional.

The coming decade should continue the demographic changes reflected elsewhere in the country. In addition to the growing numbers, there will be an aging population, growth in the coastal and urban/suburban centers, and minimal growth in most rural areas. There will be continued growth of non-English speaking concentrations within the state. Each of these trends requires emergency managers to focus on the changing needs of their customers—increased needs for nursing home evacuation and sheltering plans, hazard mitigation efforts in coastal home building, and disaster and emergency Web sites in multiple languages.

Associated with these demographic changes are the changes in the workforce. The population bubble of the "baby boomers" is nearing retirement age. Many of these experienced individuals will be leaving the workforce in the next few years; however, many may choose (or be forced by economic conditions) to work beyond retirement age. Many career fields will seek out these knowledgeable workers for volunteer or paid workers. Following the events of 9/11, the spirit of volunteerism saw a surge and many citizens became much more involved in the safety and security issues in their communities; while the government has helped foster this spirit, it is not yet clear if this trend will continue throughout the decade. In general, the workforce will have new technological skills to increase efficiency in the workplace.

These societal changes will be paralleled by changes in the political environment. The politics following the events of 9/11 have fostered an emphasis on homeland security. Such an emphasis has meant increased funding, new programs, multiple commissions and study groups, and new organizational structures to deal with the issues. This new focus raised expectations for action to improve homeland security at the same time there has been no diminishment in the political expectations that citizens will be taken care of in disaster or emergency events. Of particular interest has been an increasing focus on the National Capital Region and its special needs regarding homeland security. This effort is likely to continue for the foreseeable future. There will also be periodic changes in focus as there are elected changes in the state and federal administrations.

Perhaps one of the biggest environmental elements facing emergency managers is change in funding levels. Economic downturns or upswings have had several impacts on available resources. While there is a current spike in the funding for programs associated with homeland security, we can expect an eventual reduction in federal spending for emergency management as the federal government struggles with increasing deficits and demands on the federal budget. Funding at the state and local levels has already taken some cuts and additional cuts may not occur if the economic situation and tax revenues make predicted comebacks in the next few years.

The future has always held new surprises in the realm of technology. This trend is likely to continue and accelerate as more funding has become available from federal sources. Rapid advances are almost certain to occur in numerous types of technology used in emergency management activities. New technologies can be expected in the arena of Weapons of Mass Destruction activities and hazardous materials emergency response. The further development of Geographic Information Systems technology, data warehousing, and the Internet offers an outstanding means to sort, display, and share data for emergency management. We can foresee the development of multi-level secure communications systems which can transfer large amounts of data. Other new technologies will be developed that can help process, analyze, and report these large amounts of data and package them into useful products for multiple customers. The use of the Internet, digital technology in video and audio communications is growing commonplace and will have new applications in the coming years. We should expect common protocols for integrating multi-frequency, multi-mode telecommunications so emergency personnel can talk to each other better. New technologies such as Personal Locator Beacons and expanded use of E911 and perhaps personal warning device will impact the business of emergency management.   The technological changes in the news media arena continue to occur as "instant news" influences policy decisions and as the pressures rise for rapid response and recovery from a disaster situation.

It now seems clear that the 9/11 event is changing organizational relationships and structures. This trend is likely to further develop in the coming decade. The reorganization at the federal level to form a Department of Homeland Security certainly has many implications for emergency management across the Commonwealth. Stronger ties are being developed not only with traditional partners such as the Departments of Transportation, State Police, and Military Affairs (National Guard), but also with the Departments of Fire Programs, Health, Criminal Justice Services, Environmental Quality, and Agriculture and The National Weather Service. Public/private partnerships have had some development over the past few years, but it is possible this will increase as communities look at ways of coming together for homeland security issues.   There will be a continued effort to work together with volunteer agencies and the volunteer community in general. There has been a concerted push to use mutual aid compacts at the state and local levels and this trend should continue in emergency management in Virginia.

While we used to look at historical trends for clues as to what types and intensity of disasters we should expect, the 9/11 event has altered that perspective somewhat. We will continue to plan for the catastrophic natural event, we have stepped up our efforts to handle the man-made events such as terrorism. There could be any number of weather-related events: hurricanes, tornadoes, flooding, snow and ice storms, occasional wildland fires, and drought. Resource shortages may become emergency situations as they did in the 1970's energy crises. The threat from a significant hazardous materials incident remains a possibility, but safeguards, preparedness, and response measures developed in the past decade have been instrumental in reducing the likelihood of a catastrophic situation. Similarly, the preparedness and safety measures instituted at nuclear power plants in the Commonwealth have reduced the potential for a radiological event. There appears to be increasing evidence that diseases could impact the human situation in epidemic proportions in some places. Somewhat overshadowing many of these potential events is the rush to increase overall homeland security and to prepare for the multitude of possible terrorist-related threats. Such threats include chemical, biological, radiological, nuclear, explosive, and cyber attacks. This broad range of threats creates immediate challenges to emergency managers. The significant infusion of federal funds to prepare for such eventualities has become both a boon and a bane. While we can expect some reductions in this funding in the coming decade as start-up costs are eliminated, the emergency managers will continue to be stretched to most efficiently and effectively use these funds to cover this broad range of threats.

Despite the potential for numerous disasters, there has also come an increasing expectation of citizens that they will have adequate emergency preparedness and warning information, instant response, and rapid recovery provided for emergency and disaster events. The technological advances in instantaneous communication, the drive for immediate news coverage, and the desire by private and public organizations to be seen as responsive to citizen needs all converge to give citizens a perception of significant danger and destruction during an event while portraying disaster aid as fixing everything as it was. Emergency managers will be faced with expeditiously creating an accurate picture for decision makers and citizens of the disaster situation and with effectively portraying what can be done by various groups in the event's aftermath.

Emergency management as a profession has changed dramatically in the past few years experiencing a new recognition of the importance of timely, responsive emergency assistance to the citizenry. There is growing competition for the highest quality performers in the field as federal, state, and local governments compete with the private sector for emergency and security professionals. The development of a Virginia-specific assistance program for localities impacted by relatively small disaster events is evidence of the Commonwealth's emerging trend regarding emergency management. Given the other trends at the federal level, more self-reliance and better systems to prevent or mitigate future disasters are likely courses that will continue for the Commonwealth. The increasing pace of professional change has been further recognized in national professional certification programs, organizational accreditation programs, growing numbers of degree programs at the college level, and an increasing focus and influence of emergency management in local, state, national and international professional organizations.

■AGENCY MISSION AND VISION STATEMENTS

The basic driving element for the Virginia Department of Emergency Management is the mission as outlined in the Commonwealth of Virginia Disaster Laws (Title 44, Chapter 3.2). This has been summarized into the following statement:

To Protect The Lives And Property Of Virginia's Citizens From Emergencies And Disasters By Coordinating The State's Emergency Preparedness, Mitigation, Response, And Recovery Efforts.

The agency vision statement parallels this mission by stating that the agency is

"Working to Protect People, Property, and Our Communities"

■STRATEGIC GOALS

Strategic goals represent broad statements of policy which may not be achievable, but which represent the ultimate aim toward which the agency intends to direct its efforts. In the case of the Virginia Department of Emergency Management, these goals include:

- ❖ **To prevent the loss of life and injury to inhabitants of Virginia from all natural and man-made disasters and emergencies.**

- ❖ **To protect all property in Virginia from loss from all natural and man-made disasters and emergencies.**

These relatively ambitious, but simple goals should drive the development of strategies to achieve specific objectives on our way to reach these goals.

■PRIMARY ACTIVITIES AND THEIR COMPONENTS
ASSOCIATED OUTCOMES
ASSOCIATED CUSTOMERS

The primary functional activities of the agency are extremely broad and varied.   We have generalized these into six major categories with a great deal of overlap and interaction across these arbitrary divisions. These categories parallel many of those of our federal counterpart agency.

Disaster Response Operations

The agency is involved in disaster operations covering the coordination of many of the components of state government and private organizations, and liaisons with federal and local entities. This includes operational direction and control at the Virginia Emergency Operations Center (VEOC), resource prioritization, warning and emergency communications, information gathering and situational/damage assessment, mission allocation and tracking, resource management, legislative liaison, community outreach, public affairs, and executive coordination during a disaster. These operations involve the entire agency, many individuals of whom perform in different job functions than their normal daily routine.

Outcome: Improvement in government and citizen ability to prepare for, respond to, and recover from disaster and emergency situations.

Customers: State and local governments, and the general public expect the agency to be knowledgeable of numerous emergency management systems and programs and to provide guidance and assistance prior to, during, and following disaster events.

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Closely related to any emergency or disaster activity are the critical communications that allow coordinating activities to proceed with required timeliness. This function provides the 24 hour/day, 7 days/week warning to decision-makers regarding numerous events requiring state response.   These functions range from weather warnings to localities over the Virginia Criminal Information Network (VCIN) to monitoring the Integrated Flood Observing and Warning System (IFLOWS) to siren system alerting of problems at nuclear facilities in the Commonwealth.   This agency is responsible for installation, maintenance, and operation of complex radio, telephone, computer and other systems to support disaster operations. Some of these systems include radio tower maintenance, Emergency Alert System (EAS) participation, and liaison with Amateur Radio volunteers. Also included is the operation of the state Search and Rescue Coordination Center for missing persons and aircraft within the Commonwealth, the receipt, dispatch, and coordination of response to hazardous materials emergencies, and communications with other states and the federal government for incidents affecting Virginia.

Outcome: Maintenance of timely response actions and decision-making by government and individuals in emergency situations.

Customers: Local and state governments, and the general public expect emergency warning systems will be in place and maintained to provide adequate warnings of disaster and emergency situations. These customers also expect that communications will be adequate for operations during these situations in order to expedite disaster and emergency response actions.

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The hazardous materials (HAZMAT) emergency response program exists to provide the Commonwealth of Virginia with enhanced, 24-hour/day, state-of-the-art technical response capabilities and extensive planning and training programs. The agency coordinates a statewide network of regionally-based Hazardous Materials

Officers, Regional Hazardous Materials Response Teams, and Local Emergency Planning Committees. The program supports the efforts of local government, fire, rescue, and law enforcement agencies in responding to the full spectrum of hazardous materials incidents in any region of the state.

Outcome: Local and state first responders will be better able to handle hazardous materials response with state technical support.

Customers: Local and state government organizations, the general public, and the private sector are reliant on the expertise and responsiveness of the state's hazardous materials program. This program is nationally known and its success has made Virginia's hazardous materials emergency response program a national and international model.

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The agency disseminates emergency public information updates to disaster-stricken communities and to the general public through news releases, the agency Web site, public service announcements and radio and television interviews. In cooperation with local radio and television stations, the agency also coordinates use of the Emergency Alert System (EAS) to broadcast citizen warnings and instructions in the event of a nuclear power plant accident or other emergency.

Outcome: The public will respond appropriately to the provision of timely, accurate and coordinated information before, during, and after a disaster.

Customers: The general public has come to depend on timely information from the agency regarding disaster events. The agency Web site is an active portal for the public in this activity.

Disaster Preparedness

Disaster preparedness covers a wide range of activities and generally consumes most of the actual time and efforts of the agency when there is no disaster or emergency event occurring. These activities include the time-honored cycle of planning, training, and exercising, as well as special emphases in hazard mitigation, specific hazard preparedness activities, community and volunteer programs, and public affairs activities as well as disaster recovery activities.

Preparedness for disasters in the Commonwealth starts with a coordinated effort during the agency's strategic planning process. This process involves all the agency's divisions and external stakeholders.

Outcome: Agency employees will participate in the strategic planning processes and incorporate agency goals into their own employee work plan goals.

Customers: The primary customers who need this effort are the agency employees. A properly implemented strategic plan will translate down to every employee their duties and responsibilities to accomplish a mission as a team. Other beneficiaries of this planning include elements of state and federal government as the agency plan is integrated into overall state and federal plans and processes.

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The agency coordinates with program managers in VDEM and other state agencies to maintain the multi-volume State Emergency Operations Plan (EOP). This program also administers the Statewide Mutual Aid (SMA) program and implements the Emergency Management Assistance Compact (EMAC) for interstate mutual aid.

Outcome: Improvement in the knowledge of government staff at all levels of emergency plans and programs.

Customers: Local, state, and federal government all benefit from having up-to-date planning guidance and documents from the agency. Similarly, the use of mutual aid is a process that is often critical for all the three levels of government and those they support. Disaster victims are the primary end recipients of the planning and mutual aid processes.

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The agency provides technical assistance to localities to maintain their local emergency operations plans and the annexes related to specific issues such as hazardous materials emergency response, hurricanes, and terrorism.

Outcome: Local officials shall update their EOPs and obtain certification by the governing body at least every four years.

Customers: Local government is the principal element needing this service.

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The agency manages the delivery of high quality, well developed, and locally based training assistance to a wide audience of local governments, state agencies, volunteer groups, and private industry. Training opportunities include delivery of Professional Development, Applied Practices and specific key courses, highly technical hazardous materials courses, and coordination of the Emergency Management Institute Resident Training Program and Independent Study Program. This agency also coordinates the training and preparation of adjunct instructors, the Training Management System, and new course development.

Outcome: Increase in the number of local and state emergency management personnel who have skills in emergency preparedness, response, and recovery concepts.

Customers: Local and state government to include VDEM employees all depend upon the multitude of training programs offered by the agency. Many volunteers their organizations are also taking advantage of the agency training program.

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The agency is charged with the responsibility of coordinating the development of a statewide hazardous materials training program. This effort includes development of training programs for dealing with the consequences of terrorism and environmental crimes.

Outcome: Hazardous Materials professionals will increase their skills and capabilities to respond to emergency events.

Customers: Local government in the form of the state's regional hazardous materials teams, and VDEM's Hazardous Materials Officers will be the beneficiaries of this effort.

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The agency has a responsibility for exercising its capability to respond to and recover from emergencies and disasters. In addition, the agency assists localities in preparing and conducting exercises when resources are available.

Outcome: State emergency management staff members will increase their skills to respond to and recover from emergencies and disasters by using lessons learned from actual events.

Customers: VDEM employees and state government are the main customers needing this service. If the exercise is expanded beyond state agency involvement, local and federal government agencies, volunteer organizations, and the private sector should benefit from the activity.

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The agency plans and executes an annual state-local Radiological Emergency Response Plan training and exercise. Successful completion of the exercise is required for continued federal licensing of Virginia's North Anna and Surry Nuclear Power Stations by the Nuclear Regulatory Commission.

Outcome: The variety of stakeholders associated with this function will increase their knowledge and capability to respond to radiological emergency events.

Customers: The private sector (Dominion Virginia Power); federal, state and local government; volunteer organizations, VDEM employees, and the general public normally are the recipients of this training and exercise activity.

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VDEM maintains the agency-specific plans and procedures needed to respond to a major hurricane, especially one requiring a major evacuation of storm-prone coastal areas. The program also assists localities with local and regional hurricane preparedness and response programs.

Outcome: That stakeholders in evacuation activities will be able to conduct a smooth evacuation operation in a crisis.

Customers: Local and state government agencies, as well as volunteer organizations (Red Cross), are the primary customers for this activity. The Virginia Departments of State, Police, Transportation and Social Services have major roles to play in the evacuation and sheltering processes.

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The agency administers the post-disaster Hazard Mitigation Grant Program that provides grants to communities to buy out homes in floodplains, build flood or wind barriers, elevate structures, and implement other projects designed to lessen the impact of disasters in the future. This branch also coordinates mitigation programs for localities emphasizing a public-private partnership for disaster-resistant communities.

Outcome: Disaster victims will be able to alter the conditions that contributed to their losses and reduce the threat of being impacted again by a similar event.

Customers: This activity benefits disaster victims directly and all levels of government and the general public indirectly by reducing future disaster costs to government and others.

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One of the agency's key training programs is a component of the Citizen Corps--the Community Emergency Response Team (CERT) program. This program provides at least 20 hours of training to citizens on basic fire suppression, first aid, search and rescue, disaster preparedness, and other skills. CERT trainees learn how to provide initial assistance in their neighborhoods until other first responders can arrive.

Outcome: Local government and the general public will be more capable of taking care of themselves and each other in an emergency event.

Customers: This program's primary customers are local government and the general public.

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The Public Affairs Office maintains an active emergency and preparedness website and conducts public affairs/community outreach training statewide. In concert with these activities, the staff also produces annual public awareness campaigns covering tornado, hurricane, lightning and winter storm hazards as well as assisting communities in planning effective local outreach programs.

Outcome: The general public will increase its knowledge about emergency preparedness actions.

Customers: The general public is the primary beneficiary of the increased access to emergency preparedness information.

Disaster Recovery

During a federally declared disaster, select numbers of the agency staff deploy with federal counterparts to the Disaster Field Office to administer disaster recovery assistance to the Commonwealth. This activity may involve weeks away from the office while maintaining all the day-to-day functions for the deployed staff. Major functions of disaster recovery are related to specific federal and state programs for disaster victims. These include Human Services, Infrastructure, Hazard Mitigation, information and planning, public affairs, hazardous materials cleanup, legislative liaison, and community relations, finance and logistics. Some of these functions go on months after a disaster and these programs help individual, business, and public service disaster victims in their recovery efforts. This effort involves work with numerous federal and state agencies for disaster assistance.

Outcome: Improvement in government and citizen ability to prepare for, respond to, and recover from disaster and emergency situations.

Customers: Local government and the general public expect the agency to be knowledgeable of numerous emergency management systems and programs and to provide guidance and assistance prior to, during, and following disaster events.

Disaster Support Operations

The VDEM human resources function is critical to ensure the right people are in the right place at the right time to prepare for, respond to, and recover from disaster situations. Agency comprehensive human resource programs include recruitment and selection, training, and retention of the highest quality employees. Programs to help accomplish these activities include compensation/classification, benefits, Commonhealth, grievances, recognition, and numerous others.

Outcome: Agency employees will develop the appropriate skill sets to do their jobs effectively.

Customers: The primary customers of this effort are the agency employees and those they serve.

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The State Emergency Response Team (SERT) consists of all state agencies, volunteers, and other workers involved in disaster activities at the state level. The ability of the SERT to staff functions during emergencies is largely dependent upon the continued viability of the Disaster Reservist Program. This program recruits, trains, and manages a part-time staff of skilled and experienced personnel who augment the efforts of the full-time state staff in the Emergency Operations Center (EOC), the Disaster Field Office (DFO), and other facilities, as needed.

Outcome: State employees and volunteers will acquire the knowledge and develop the skills to perform effectively during disaster events.

Customers: State employees and volunteers get the main benefits of this activity while disaster victims see the result of the successful effort here.

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The finance function is involved in accounting activities for payables and receivables, grants, budget, procurement, inventory, stockroom, transportation management, and facility management. Each of these functions supports the emergency management system with resources and an accounting of them for the Commonwealth. The varied fiscal activities taking place involve processing of federal grant moneys, payroll, travel, audit actions, and support to agency employees across the state. The fiscal activities aim to support local, state, and federal agencies in the most efficient and effective use of funds.

Outcome: Federal and state government evaluators would find a minimum of negative audit issues.

Customers: Federal and state government are the key customers to whom this effort aims.
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The management information system function designs, installs, and maintains complex networks of computer-related systems to support daily agency and emergency operations. This branch is involved in numerous projects involving computer security and new technologies. There is a Management Information Systems Team (MIST) of agency representatives that helps agency management chart the course of these support systems for the agency. This function will be integrated in an effective way into the Virginia Information Technologies Agency (VITA).

Outcome: Employees will continue to improve their productivity and skills through the effective use of IT resources.

Customers: The agency employees are the critical customers in this effort. Without the supporting IT resources, they will not be able to successfully accomplish the agency mission in a manner in which the general public expects.
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The administrative function is performed throughout the agency and supports not only VDEM staff but also the Virginia Department of Corrections Richmond Regional Office with receptionist support and the Office of Commonwealth Preparedness.

Outcome: Professional correspondence and communication with our customers and a high level of customer satisfaction.

Customers: In many cases, the agency administrative staff is the first contact for many of our first-time customers in all areas—local, state, and federal government, disaster victims, employees, volunteer organizations, the general public, and the private sector. As such, this function takes on an importance well beyond that it is generally accorded in the scheme of things.

Aid to Localities

The agency manages a significant structure to support the local jurisdictions of the Commonwealth. Seven Regional Coordinators have been placed in strategic locations in the state for timely response and coordination actions. Emergency Management regions are almost identical to the Virginia State Police divisions and have been aligned for simplicity and cooperation. Each Regional Coordinator provides advice, expertise and assistance in the design, development, analysis, and implementation of comprehensive, all-hazards emergency management programs with our local government partners. They maintain a continuing dialogue between local customers and VDEM to ensure state and federal programs support and enhance development of comprehensive local emergency management capabilities. When major emergencies and disasters affect communities, these individuals provide critical coordination of information and resources to communities.

Outcome: Local governments will acquire the skills and resources to be able to perform their emergency management missions.

Customers: The primary beneficiaries of this activity are local governments.

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The regional concept is reinforced with 13 Regional Hazardous Materials Response teams ready to respond to incidents on a regional basis when localities need assistance. This effort is complemented by state support to Local Emergency Planning Committees.

Outcome: Local governments will acquire the knowledge and skills to better perform their hazardous materials emergency response mission.

Customers: The primary beneficiaries of this activity are naturally local governments.

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An even broader concept to support localities is Virginia Corps, the Governor's initiative designed to promote volunteerism, homeland security, and community preparedness. The Virginia Corps program serves as a central clearinghouse for volunteer opportunities across Virginia, linking citizens with a wide variety of volunteer efforts. Virginia Corps also localizes the national homeland security and preparedness initiative known as Citizen Corps. Virginia's Citizen Corps helps residents make their communities safer from emergencies, disasters, crime, and terrorism by getting them involved in local preparedness efforts. As previously mentioned, one of the components of Citizen Corps is the CERT. CERT trainees learn how to provide initial assistance in their neighborhoods until other first responders can arrive.

Outcome: Stakeholders will acquire the knowledge and skills to maximize the benefit from the Virginia Corps.

Customers: Local government, the general public and volunteer organizations all receive benefits from this activity.

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Financial aid to localities has always been a priority to ensure disaster preparedness in the Commonwealth. As the front line for first responders, localities must have the resources to plan, train, and exercise for a variety of hazard events. VDEM provides technical assistance and training across all the functional areas listed above.

Outcome: Localities will expand the knowledge and skills and increase their ability to respond effectively to the consequences of a terrorist attack and environmental crimes.

Customers: Local and state government derive a great deal from funds passed through VDEM.

Environmental Remediation

One special activity is oversight and remediation activities of specific contaminated sites owned by the Commonwealth of Virginia while ensuring environmental regulatory compliance for both short-term and long-term projects. These sites are located on a former federal and then Commonwealth-owned fuel facility.

Outcome: State and government agencies will view the project's regulatory requirements as having been met.

Customers: Both state and federal government agencies benefit from continued progress on this project.

■CUSTOMERS

CUSTOMERS IN PRIORITY ORDER
1. Local Government/Disaster Victims/Employees

2. State Government

3. Volunteer Organizations

4. General Public

5. Private Sector

6. Federal Agencies

THE EMERGENCY MANAGEMENT SYSTEM
The emergency management system in Virginia is comprised of local, state, federal and private sector organizations working in a coordinated fashion. To function effectively this system requires interaction and coordination among all of these groups throughout the mitigation, preparedness, response and recovery phases of emergency management. The assets/capabilities of these organizations, when matched with effective interagency coordination, provide the foundation for a solid emergency management system.

A strong network of paid and volunteer employees is the system's most important asset. In many ways, these employees are also "customers" of the system. They receive the training and support that are essential to successful accomplishment of the agency's mission.

RATIONALE FOR PRIORITY
The agency's primary responsibility is to prepare for and deliver coordinated emergency/disaster response and recovery assistance to the local and state government and citizens of the Commonwealth.

On a day-to-day basis, the agency works through and on behalf of local government to coordinate delivery of state, federal, and private sector assistance for local emergencies, support emergency preparedness/homeland security programs, provide various types of warning information and coordinate all-hazards state plans, etc. VDEM normally deals with the designated Coordinator or Director of Emergency Management in each city or county.

The agency provides federal pass-through moneys to localities for their emergency management programs, and training to this front-line of defense in response to and management of emergencies/disasters. In a disaster, our focus is on aiding the victims of the disaster who are typically local government, citizens and businesses.

VDEM services state government by providing information to enhance emergency response, planning support, training and recovery capabilities. VDEM directs the emergency coordination process to provide cost-effective state, federal or private sector resources where they are most needed.

The private sector is increasingly a partner in providing and receiving planning support, training and coordination of response and recovery capabilities. VDEM assists in evaluating their response organization and procedures through a comprehensive exercise program. In the event of a declared disaster, the private sector becomes a recipient of recovery assistance.

VDEM actively provides public outreach and education materials to schools, businesses, private organizations and the public at large via print, radio, television, and the Internet.

Federal agencies receive information on the status of a disaster or requirements for emergency resources. VDEM functions as a liaison between federal agencies, state agencies, and local jurisdictions and provides planning, training and response assistance to federal agencies and facilities.

CUSTOMER EXPECTATIONS
1.   Local government officials expect that VDEM is thoroughly knowledgeable of both the local and federal emergency management systems/programs; will provide program guidance, resources planning and training assistance; will serve as a coordination element to all state agencies; and will provide direction and guidance during an emergency. Citizens who become disaster victims have a wide variety of expectations, up to and including government intervention that improves upon their pre-disaster situation. Those who expect disaster assistance expect us to ensure it is provided as quickly as possible with a minimum of red tape. Agency employees expect appropriate compensation for a job well done, adequate training for their jobs, and a stimulating and challenging work environment.

2.   State agencies, volunteer organizations, and the private sector expect VDEM to form the core of the Commonwealth's emergency management team. They expect assistance in planning and training as well as guidance during emergencies/disasters.

3.   Federal agencies look to VDEM as the Commonwealth's primary agency for all emergency management preparedness, homeland security, and emergency/disaster related activities. These activities include coordination of planning, training, exercises, and fiscal and programmatic administration as well as coordination of emergency/disaster information and response and recovery programs.

4.   The private sector is increasingly looking to government as a partner in all aspects of emergency management programs. Expectations are growing in light of national initiatives in this area.

CUSTOMER SERVICE DELIVERY, MONITORING, AND EVALUATION

Customer service delivery is multi-faceted, to include face-to-face and telephone contact during emergency responses, newsletters, the Internet, special announcements, training courses and educational announcements. VDEM also provides a limited number of reports to the Department of Homeland Security and state agencies to include: Monthly Financial Activity Report, Prompt Payment statistics, the Quarterly Financial Reports and Program Reports to federal agencies, and Audit Reports.

Monitoring and evaluating take place through direct feedback during routine, emergency, and disaster operations. The time-sensitive nature of the agency's mission necessitates communication by the most expeditious means available. The state receives the results of disaster victims surveys regarding disaster services and written "lessons learned" from exercises, and post-event critiques are evaluated and incorporated into plans and procedures.

Our entire customer base receives written surveys on training needs and individual training courses. In addition, a statewide survey on public perception of disaster vulnerability and preparedness has also proven helpful in developing new strategies and objectives for the agency. We are developing Internet feedback and contact mechanisms, which have been successful and have surveyed employees to determine satisfaction levels regarding facilities and equipment needs for their jobs. Each departing employee completes an exit interview to determine potential strong and weak points of the agency.

We also measure our greatest successes in terms of events/activities that have not occurred. While Virginia has experienced its most historically significant emergency and disaster activity during the past years, there has been a noticeable absence of political problems. Neither the Governor nor the General Assembly has called for hearings to examine failures of the system. While problems are naturally associated with any emergency or disaster, the ability of the system to quickly address and contain them is in itself a measure of its effectiveness.

■CRITICAL ISSUES

This section includes a discussion of specific critical issues for the agency in various categories. These categories are helpful in understanding the complexity of relationships between the issues. The issues are not in a priority order since experience has taught that these priorities can change over time. We do see utility in the categories as a means to focus agency activities and resources.

RESOURCES: Critical resource issues involve staff, facilities and equipment, and funding. These are the tools the agency needs to accomplish its goals and objectives.

PROGRAMS: Programs that are critical issues are those agency activities that will receive special emphasis during the period of the strategic plan. The absence of programs from critical issues does not mean they are not integral to the functioning of the agency effort.

LOCAL INITIATIVES: These critical issues concern matters in which local involvement is vital to their success. While the agency plays a role in assisting localities in these initiatives, individual jurisdictions or groupings of these jurisdictions must be engaged in order to improve statewide emergency management.

OPERATIONAL/ADMINISTRATIVE/ORGANIZATIONAL ISSUES

Capstone: This issue relates to fundamental, all-encompassing activity of the agency---preparing for, responding to, recovering from, and reducing the future effects of catastrophic disasters. This activity involves all resources and programs of the agency in some form.

Catastrophic disaster response and recovery – Ensuring the capability to respond to a catastrophic disaster remains our overarching concern. There is a significant requirement to further develop manpower reserves and enhanced capability at the local and state levels, in both government and private sectors. There will be an increase in the number of victims in a catastrophic disaster compared to the "normal" disaster, and there is the potential for significantly greater impact on infrastructure -- utilities, transportation and public safety -- and on local, regional and state economies. This likely dramatic increase in the need for expanded recovery capability will require a significant new allocation of manpower, resources, and delivery mechanisms. There would also be a similar increase in the requirement for disaster recovery mechanisms to expedite returning the Commonwealth to normalcy. Planning for such an eventuality in an all-hazards environment needs to be on a continuing basis with a multitude of federal, state, local, private and public organizations.

Homeland Security Issues

The increased threat of terrorist attack requires greater levels of training and equipment statewide.

The agency has become recognized as a leader in the field of responding to the consequences of a terrorist attack. Continued commitment is necessary in order to develop this leadership into an improved state and local response capability. Most of Virginia's first responders have not received necessary training, largely due to funding constraints or training schedules. We continue to emphasize both increased first responder training and emergency manager training to meet an ever-increasing demand from localities and state agencies. A related constraint both on training and actual response to terrorist incidents and environmental crimes is a critical shortfall in specialized detection and monitoring equipment.

While the Commonwealth has received significant funding from the federal government for homeland security since the events of September 11, 2001, there remains much to do regarding preparedness issues, -- planning, training, exercises, and assessments. This effort will require a continuing high level of activity to ensure the maintenance of readiness in the face of an uncertain and variable threat.   The homeland security activities involve all key activities of the agency and form a distinct opportunity to address a wide range of previously unfunded requirements of emergency management in the Commonwealth. The ability of state staff and local officials to better prepare to appropriately respond to crisis events will hinge on an increase in the number and types of Emergency Management Training courses provided.

One unique area that will require close monitoring as it transitions into homeland security roles and responsibilities will be the State Emergency Operations Center (EOC). New requirements for immediate warning and communications, information analysis, and coordination regarding extremely time-sensitive events necessitates increases in resources devoted to the 24-hour a day, 7 days a week operations activities. While some of these resources may come with the advent of a long planned new State EOC in the next few years, there will be a need to restructure the staffing and technology of this critical facility to meet the changing needs of the Commonwealth.

Citizen Preparedness Issues

There is a need for an expanded statewide public education program to communicate homeland security and disaster risk and preparedness measures. Key in this effort is state involvement and proponency for the Virginia Corps and Community Emergency Response Team programs. These programs offer significant opportunities to increase Commonwealth preparedness at the local level in a number of cost-effective ways that complement other ongoing state-level actions.

Ongoing survey research indicates a lack of public awareness or acknowledgement of potential for hazards in their communities as well as knowledge of how to prepare for such hazards. This identified deficiency is best corrected through strategically developed and implemented public education and preparedness programs fully integrated with Web-based resources. The events of September 11, 2001, have helped provide a welcome impetus to more fully develop preparedness at the citizen level.

Governor's Management Standards

The Governor's institution of management standards has made available specific guidance for managers at all levels to adhere to and aim for. Meeting the expectations of the Governor is critical to providing quality services to our customers and having a stated vision for the agency team. By making these management standards a critical issue, the agency leadership reflects their own emphasis of meeting the standards and their commitment to a continuing endeavor to attain positive results.

Of particular concern are strategic leadership and management practices. Building a winning team is always a critical element in an organization's success. Developing a clear vision and articulating that vision to the agency's team are natural elements of this effort. A multi-faceted internal communications program is key to the understanding of performance objectives and to motivating the team to achieve those goals.

Local Emergency Management Capability Development

State assistance to local jurisdictions is critical to design and develop stronger local emergency management programs – Experience during and after several emergencies and disasters has demonstrated that many jurisdictions are lacking in capabilities to deal effectively with crisis events. Many jurisdictions do not have current emergency operations plans, trained emergency managers, nor effective techniques and equipment to handle various hazard events. The State can help many of these jurisdictions to design and develop more successful emergency management programs. Recent federal funding and grant requirements have emphasized improvements in local emergency management. We have taken this opportunity to develop a more cost-effective method of funding local capabilities at the same time we have increased our regional capability to assist local managers and leaders on emergency management. We are combining a series of federal and state initiatives and funding to focus on the critical first line of emergency management capability at the local level.

Hazard Mitigation

There continues to be a need for implementation of a comprehensive mitigation program to reduce vulnerability to hazards.

This program is continuing to develop under federal guidance, and continued Commonwealth support is needed to complement the federal assistance to prevent future losses of property and lives. Since the federal government is looking at the state approach to mitigation as a basis for future levels of disaster assistance, we will emphasize local and state hazards assessment and mitigation planning to identify the most cost-effective preventative measures.

STATUTORY ISSUES

Statewide Emergency Management Assessment

As a result of actions of the 2003 General Assembly, the Virginia Department of Emergency Management was tasked with ensuring *that the Commonwealth has up-to-date assessments and preparedness plans to prevent, respond to and recover from all disasters including acts of terrorism.* This effort will require cooperation across the breadth of state agencies, localities and private activities in order to come up with an accurate and timely assessment. This legislation offers a unique opportunity to establish a baseline assessment for the Commonwealth following the events of 9/11. Such an assessment dovetails with new federal funding and grant requirements passed to the state and localities.

BUDGETARY AND RESOURCE ISSUES

Critical Staff Issues

There is a need to address critical staff issues for the future – retention, number, compensation, standards, training and skills.

As the nature of emergency management changes, we will need to reassess our staffing patterns in order to have the right personnel at the right place at the right time and to keep their skills available. We need to act now in order to obtain and retain the most cost-effective mix of agency personnel. In addition, we will have to compete with other federal, state, and local agencies and private companies for the best emergency managers and supporting staff available to handle the new demands of homeland security. The successful implementation of a new state employee compensation plan will help in many ways.

Of particular concern is the agency's heavy reliance on P-14 wage staff in critical areas. When high turnover of wage staff occurs, it requires inordinate amounts of training and reduces overall agency productivity. This is of particular concern for effectiveness during a disaster and it can adversely impact the effectiveness of permanent staff during a critical event. Our disaster Reservist Program has provided an extremely cost-effective staffing resource in times of emergency and disaster events, but this program has not received increased funding since its origin six years ago, and there are increasing needs to expand the program up to its originally planned level.

New technologies and changing federal procedures could impact us in the types of people we will require in the next disaster. This issue involves federal security clearances and special types of analytic staff not currently included in the agency.

The Virginia Emergency Operations Center

Replacement of the 1950's-vintage State Emergency Operations Center remains a priority of the agency.

While we have continued to make numerous modifications to the current facility over the past 20 years, we have long since outgrown the confines of this bunker born in the Civil Defense days of the Cold War. We have used some federal funds to help in the initial planning stages of the new Virginia Emergency Operations Center, and the Governor's campaign promises are about to be fulfilled as bond funds should be available for EOC construction in the near future. In the wake of 9/11, the agency has continued to re-evaluate planning assumptions for the new facility, and new federal and state systems are being incorporated into the EOC. While all of the funding sources are not fully known at this time, we believe we are well on our way to providing the citizens of the Commonwealth a first-class facility which will be a critical element in ensuring timely situation analysis, warning, and emergency coordination is accomplished for Virginia. It will be essential that follow-on funding is identified to provide reliable, secure, redundant information communications systems to receive, analyze, map & display, and disseminate critical information to the right people and at the right time in a crisis event. This funding will also have to ensure that properly trained staff is available to operate this complex system.

Emergency Equipment
The need to program for procurement and replacement of major equipment items and facilities is becoming critical.

Numerous emergencies and disasters in recent years have stressed response and recovery equipment to the point where continuing maintenance is no longer cost-effective. Response vehicles in an "out of service" status, inoperative telecommunications equipment, or outmoded computer equipment could mean that response actions would be inhibited and safety of the citizens could be impacted if these are not adequately addressed.

We have developed a ten-year strategic management plan to program for major equipment items and facilities. Our goal will be to obtain the funding authorization for these items and facilities. With the strategic plan road map we know where we need to go; now we must find the means to get there.

Technological Improvement
We desperately need improvements in technology to bolster productivity. New technology is available and required to meet customer expectations and federal regulations.

We will need to take advantage of the advances in technology in order to interface with others who are doing the same. New digital technology is required by the Federal Communications Commission for radio transmission within the next two years in order to reduce bandwidths and to increase the number of users in the frequency spectrum. We must plan to replace our equipment to communicate with others.   While we are a member of the State Agencies Radio System (STARS) project, it will not solve all VDEM communications requirements. VDEM must retain the ability to procure non-STARS communications equipment for the full range of missions assigned to the agency.

Similarly, the federal government is in the process of mandating the use of digital video in televisions and video recording and playing equipment by 2006. We are planning to phase in

the new digital technology over the next decade. We will also have to replace aging hardware and software to ensure rapid communication of information in a crisis.

Just as the need to use the latest technology is critical, so is our absolute need for sufficient qualified Information Technology (IT) staff on site to maintain, perform timely programming changes during a crisis, and improve the interaction of complex decision support systems. The advent of the Virginia Information Technologies Agency (VITA) brings both challenges and opportunities to this situation, and we are anxious to ensure a smooth transition so that our customers continue to receive top-quality services.

Federal/State Funding
In the wake of great tragedy, the nation has decided to fund homeland security/emergency management. These funds are almost exclusively federal in nature while at the same time the Commonwealth struggles with a shrinking budget. Thus, the overall mix of emergency management funding is largely skewed on the federal side. In the short term, VDEM and the Commonwealth are well positioned to take advantage of the federal largesse. The Governor's Secure Virginia Initiative and resultant recommendations form a guide for the use of these new federal funds. The key to lasting success in the realm of homeland security will be to establish a continuing reliable source of funding for this activity. There will need to be a concerted effort at all governmental levels to ensure an appropriate level of commitment for this vital activity.

■AGENCY OBJECTIVES AND STRATEGIES

In an effective strategic plan, objectives are specific, measurable, and have specified timeframes. Most, if not all, of the VDEM objectives cross over internal, organizational, and budgetary lines. This is due to the basic interdependent nature of all of our functional activities. We have assigned primary reporting responsibilities within the agency for each of the following objectives. However, individuals with different funding streams and representing various functions perform in an overall team environment to ensure the accomplishment of these objectives. They do so by implementing various strategies and under established action plans. These objectives and strategies are not in any particular priority order.

OBJECTIVE A:
❑ Ensure the State Emergency Response Team (SERT) attains higher levels of preparedness to conduct emergency response and recovery operations by FY2005.

STRATEGIES:
➢ Develop a trained SERT, ready to respond according to well-understood, shared standard operating procedures.

➢ Optimize staffing, training, and number of exercises and drills to reach objective.

➢ Develop shared standard operating procedures that are communicated to SERT members.

➢ Continuously analyze SERT preparedness through observations, reports, work samples and other appropriate means.

OBJECTIVE B:
❑ Maintain the multi-volume State EOP, local EOPs, and supporting plans and procedures at maximum currency and use them as the basis for state-level exercises and training of the SERT.

STRATEGIES:
➢ Coordinate at least annually with selected VDEM or other agency program managers—those responsible for a functional annex or appendix—to review and update their respective part(s) of the State EOP.

➢ Post the State EOP and changes, as well as supporting plans and procedures on the VDEM Web site in a timely fashion.

➢ Develop new sections of the State EOP as needed in response to newly recognized hazards or threats to the Commonwealth. Coordinate and promulgate new sections, as appropriate.

➢ Revise the State EOP Volume 1: the Basic Plan.

➢ Evaluate current local EOP review and comment service and develop strategies that will provide more effective assistance to localities.

➢ Encourage local officials to update their EOPs and obtain certification by the governing body at least every four years.

➢ Develop state-level plans for managing a large-scale evacuation of population in hurricane risk zones, including traffic management and inland sheltering.

➢ Utilize the agency Web site to post plans and other guidance materials for use by the emergency management community.

➢ Incorporate lessons learned from an annual exercise of the Volume 3, Radiological Emergency Response Plan, alternating between Surry and North Anna Nuclear Power Stations as required by federal regulations.

➢ Incorporate lessons learned from an annual exercise of one or more of the other volumes of the State EOP. Provide a detailed after-action report to capture lessons learned and revise/update plans and procedures as needed.

➢ Conduct a review of the State EOP at the conclusion of each disaster to update the plan from lessons learned.

OBJECTIVE C:
❑ Enhance the Reservist Program's efficiency and effectiveness.

STRATEGIES:
➢ Continue to develop plans and policies that will increase the retention of the best-qualified persons in the program.

➢ Take advantage of multi-skilled Reservists by assigning them dual roles and providing appropriate training.

➢ Continue to provide challenging training programs that contribute to individual and collective preparedness.

➢ Target recruiting efforts to specialized and technical skills.

➢ Capitalize on every opportunity for Reservists to experience their emergency roles.

➢ Aggressively seek funding to expand the Reservist Program in critical areas.

OBJECTIVE D:
❑ Effectively operate the Virginia Emergency Operations Center (VEOC) and other agency facilities and equipment and improve their emergency capabilities.

STRATEGIES:

➢ Ensure 90% of all severe weather warnings are transmitted to the proper affected localities within 15 minutes of receipt of the information at the Virginia Emergency Operations Center.

➢ On an annual basis, ensure that 95% of the requests for Search and Rescue assistance resources are coordinated within three hours of the request.

➢ Continue to make progress towards acquisition of a new VEOC.

➢ Continue to upgrade information technology (IT) and to use IT tools to improve status assessment, coordination, and resource management. Integrate IT into all business operations to increase efficiency and customer service.

➢ Effectively and efficiently manage and review agency-based IT projects. Accomplish accurate and timely accountability over IT resources. Work closely with the Virginia Information Technology Agency (VITA) in developing systems, enterprise architecture, and the maintenance, operation, and security of IT systems.

➢ Coordinate state-level activities with the State Emergency Communications Committee to facilitate revisions to the EAS plan and participate in workshops and briefings on improving EAS.

➢ Involve state agencies in preparing for their emergency response responsibilities through the activities of the ESF Work Groups and the use of lessons learned.

OBJECTIVE E:

❑ Ensure that the Integrated Flood Observing and Warning System (IFLOWS) is operated and maintained at above a 90% level.

STRATEGIES:

➢ Monitor IFLOWS daily and report problems to maintenance contractors.

➢ Train local emergency management coordinators and 911 communication center staffs on the use of IFLOWS. Use available local facilities for training.

➢ Develop and calibrate headwater models to predict stream levels at headwater monitoring sites.

➢ Test and utilize newer technology for measuring and monitoring stream levels and rate of rise.

➢ Evaluate the need for expanding IFLOWS based upon recent events.

OBJECTIVE F:

❑ Continue to support interstate and in-state mutual aid. Continue the Commonwealth's active membership and participation in the Emergency Management Assistance Compact (EMAC) that provides for interstate mutual aid among member states. Continue to support the Statewide Mutual Aid (SMA) program by providing assistance to localities.

STRATEGIES:
- ➢ Attend the meetings of the EMAC Operations Subcommittee and assist with ongoing subcommittee projects as needed. Participate in the training session provided by the National Emergency Management Association (NEMA).

- ➢ Continue to provide one voting member and administrative staff support to the SMA Committee.

- ➢ Develop and maintain an appropriate level of preparedness to implement EMAC, either as a Requesting State or as an Assisting State. Assist cities and counties with the implementation of SMA. At least three SERT personnel and one finance person should be readied to perform EMAC and SMA duties related to implementation and reimbursement.

OBJECTIVE G:
- ❑ Ensure the Virginia Emergency Services and Disaster Laws are up-to-date and demonstrate compliance with regulatory requirements, state and national standards, and contracts.

STRATEGIES:
- ➢ Incorporate Hazmat program maintenance and replenishment into base budget in accordance with 10-year plan and develop training strategy to address new standards by June 30, 2004.

- ➢ Observe strict adherence to regulations and guidance of FEMA, OSHA, OMB, FOIA, GASB, Prompt Pay Act, FAACS, Public Procurement Act, and the CAPP Manual.

- ➢ Conduct procurements using advanced technology by 1) completing all agency purchases through the eVA portal, 2) posting notices of business opportunities on the eVA Web site, and 3) making purchases from vendors and suppliers who are registered in eVA.

- ➢ Demonstrate commitment to use of Small, Women and Minority (SWAM) suppliers.

- ➢ Establish a financial operating plan with spending targets and ensure targets are met.

- ➢ Develop a requisite qualifications statement for local government Hazardous Materials Emergency Coordinators and seek concurrence through the State Hazardous Materials Emergency Response Advisory Council (per Title 44-146.38) by June 30, 2002.

- ➢ Review, coordinate with stakeholders, and provide comments on 100% of emergency management –related legislative proposals. Enhance our legislative outreach activities.

OBJECTIVE H:
- ❑ Provide guidance and assistance to each political subdivision with the maintenance of local EOPs and related programs.

STRATEGIES:
- ➢ Encourage local officials to update their EOPs and obtain certification by the governing body at least every four years. Provide rewards and penalties for localities to comply with a minimum five-year currency standard.

➢ Maintain an ongoing local EOP review and comment service that provides specific guidance and assistance to each political subdivision as requested.

➢ Develop self-guided planning tools for local coordinators.

➢ Provide an emergency planning course for local emergency coordinators in each VDEM region at least annually.

➢ Enhance regional staff capacity to assist in planning and development of all-hazards plans.

➢ Encourage local officials to exercise their EOP at least on an annual basis.

OBJECTIVE I:
❑ Assist each political subdivision in the Commonwealth in accomplishing needed hazard identification and risk assessment for more effective use of resources for emergency or disaster situations.

STRATEGIES:
➢ Provide a Local Support Services program that coordinates emergency management guidance and assistance to jurisdictions based on need and local initiative.

➢ Ensure that all jurisdictions of the Commonwealth accomplish a Local Capabilities Assessment for Readiness.

OBJECTIVE J:
❑ Continue development and support of Local Disaster Recovery Task Forces (LDRTF).

STRATEGIES:
➢ Secure funding and FTE to continue program.

➢ Promote development of LDRTF as part of general local program development and specifically in each impacted locality after a disaster.

OBJECTIVE K:
❑ Advance the concept of "disaster resistance" through increased involvement in loss prevention activities by public and private organizations and individuals in the Commonwealth.

STRATEGIES:
➢ Work with the inter-agency hazard mitigation planning committee to implement policies and strategies for using state resources to promote damage reduction measures and reduce vulnerability to state-owned facilities as identified in the Virginia Hazard Mitigation Plan.

➢ Revise the Virginia Hazard Mitigation Plan 2001 to comply with the Disaster Mitigation Act (DMA) 2000.

➢ Provide technical assistance and training for all local governments to develop all-hazards mitigation plans that identify areas and structures at risk, determine appropriate risk

reduction measures and find the resources to implement those measures necessary to revise this Mitigation plan to comply with the DMA 2000 requirements.

➢ Promote the concept of individual responsibility for prevention of disaster damage through inclusion of information and technical guidance in disaster preparedness materials distributed to the general public.

➢ Develop an increased level of awareness and involvement in mitigation planning and risk reduction activities by regional planning district commissions.

OBJECTIVE L:
❑ Reduce potential losses from natural hazards through application of a wide range of mitigation measures.

STRATEGIES:
➢ Assist localities in identifying public and private funding sources for loss reduction measures.

➢ Administer federal cost-share grant programs within the Commonwealth to assist localities in reducing their vulnerability.

OBJECTIVE M:
❑ Expand the Commonwealth's Disaster Recovery capabilities.

STRATEGIES:
➢ Refine the Individual Assistance program delivery to incorporate the DMA 2000.

➢ Continue to maintain a strong Public Assistance program capability to handle major disasters and to close federally declared disasters as quickly as possible.

➢ Expand involvement of other state agencies in getting ready for their disaster recovery responsibilities through planning, training, and exercises.

➢ Expand the audience receiving information on how to recover costs in emergency incidents and disaster events.

OBJECTIVE N:
❑ By FFY2004, increase by 40% from FY1998 levels the number of local and state emergency management personnel who receive current training in preparedness, response, or recovery concepts and methodology according to approved Programs of Instruction.

STRATEGIES:
➢ Develop marketing strategies to identify and recruit potential students for key emergency management courses.

➢ Continuously assess local and state preparedness through exercises, observations, reports, work samples and other appropriate means.

➢ Explore and implement training management strategies to more efficiently reach a larger training audience.

➢ Prepare and distribute annual training plan.

➢ Create an agency team tasked with the development of the State Comprehensive Exercise Plan (CEP) and conduct state-level exercises in accordance with the State CEP.

OBJECTIVE O:
❑ Increase emergency public information and Joint Information Center capabilities and increase public awareness of disaster risks and preparedness measures.

STRATEGIES:
➢ Expand and enhance emergency public information and Joint Information Center plans, procedures, training, and exercises to ensure an effective system to provide timely, accurate and coordinated information to the public before, during, and after a disaster.

➢ Assist local governments in coordinating emergency and disaster preparedness campaigns and programs.

➢ Partner with businesses, industry, schools, and other public and private sector organizations interested in emergency and disaster preparedness in order to expand our reach and impact.

➢ Develop and expand Web-based information sources and programs to increase the public's access to emergency and disaster preparedness information.

➢ Through Virginia Corps and Citizen Corps programs, increase local government and community involvement in citizen preparedness and the Community Emergency Response Team program.

OBJECTIVE P:
❑ Increase the stakeholder awareness and funding continuity for Hazardous Materials (HAZMAT) programs by FY2005.

STRATEGIES:
➢ Expand the State's Oil and HAZMAT Plan to include private sector partners and environmental crimes.

➢ Seek equity for state grant availability.

➢ Identify groups who need more awareness of Virginia's HAZMAT risk and response capabilities. Develop targeted communications initiatives and campaigns at these specific groups to raise awareness of the HAZMAT threat, of reporting recommendations and requirements, and of Virginia's response capability.

➢ Champion HAZMAT Awareness Level training program.

➢ Further enhance the State's Hazardous Materials Emergency Response Advisory Council (SHMERAC) Training Committee. Energize the Virginia Emergency Response Council (VERC) and expand its role as a champion of all-hazards emergency management preparedness.

➢ Increase actions to identify and pursue HAZMAT incident responsible parties.

➢ Encourage expanded Attorney General involvement in HAZMAT reimbursement and debt setoff activity.

➢ Energize Local Emergency Planning Committees (LEPC) and SARA Title III Planning throughout the Commonwealth.

OBJECTIVE Q:
❑ Enhance homeland security capability by developing a statewide regional management structure supporting state and regional assets.

STRATEGIES:
➢ Continue to improve the terrorism incident response capabilities of first responders through increased awareness and response training.

➢ Seek out and effectively allocate resources to obtain needed specialized equipment and other resources for unique teams in order to be able to respond effectively to the consequences of a terrorist attack and environmental crimes.

➢ Develop a regional management structure around VSP division structure and resource implementation requirement by June 30, 2004.

OBJECTIVE R:
❑ Obtain successful execution of Corrective Action Plan (CAP) for Cheatham Annex for FY2004.

STRATEGIES:
➢ Complete CAP work plan at Cheatham Annex.

➢ Develop strategy for federal share negotiations.

➢ Ensure adequate funding to implement CAP.

OBJECTIVE S:
❑ Obtain additional federal, state, and other partnership funding over current operating levels in all succeeding fiscal years.

STRATEGIES:
➢ Work closely with the National Emergency Management Association and other similar organizations, various departments of the federal and state government, and the private sector to market the value of our services.

➢ Establish grant writer/manager function and emphasize identification and acquisition of grants to support strategic plan priorities.

➢ Be aggressive in obtaining disaster funding and allocation of resources to disasters.

OBJECTIVE T:
❑ Foster a sense of teamwork and unity among agency employees and enhance employee morale.

STRATEGIES:
➢ Develop a clear understanding among all employees of what constitutes teamwork, the value of teamwork to the agency and our customers, and the negative repercussions that result when employees fail to work effectively as a team. This strategy can be accomplished through a combination of training, management modeling, directives, and incentives.

➢ Develop and implement a strategic employee communications program.

➢ Increase the use of cross-divisional teams to handle agency issues.

➢ Establish an effective employee orientation program.

➢ Differentiate between levels of performance. Reward excellence and use appropriate measures to deal with mediocre or poor performance.

➢ Invest in the training of the workforce to ensure employees have the appropriate skill sets. Develop employees to meet the current and future needs of the organization.

➢ Provide a safe work environment minimizing potential hazards.

➢ Implement effective workforce plans utilizing accurate and timely workforce data. Create a workforce environment conducive to change.

➢ Attract and retain a qualified workforce by strategically using existing human resource management flexibilities, pay practices, and benefits.

➢ Apply management policies and practices fairly and consistently. Champion equal employment opportunity and inclusion by prohibiting discrimination. Utilize EEO compliance statistics to address deficiencies.

OBJECTIVE U:
❑ Further develop and maintain State and agency management and procedural processes.

STRATEGIES:
➢ Continue to use strategic planning and performance measurement to chart the agency's course. Integrate the agency Management Information Systems plan, a Staff Development Plan, a budget plan, and other management documents into the process. Communicate strategic plans to all managers on a continuing basis.

➢ Establish written staff position procedures agency wide.

➢ Update the agency policies and provide these to the staff.

➢ Develop a comprehensive training program for managers and employees to include topics of sexual harassment, diversity, "How to deal with Difficult People," policies and procedures in general, grievance, Standards of Conduct, ethics, conflict resolution, team building, and selection/recruitment, FOIA, and ADA .

■RESOURCE REQUIREMENTS

This section represents ten-year needs for equipment which are currently not funded in the agency budget. Equipment purchases have historically come from savings achieved elsewhere in the budget. This list is the best estimate of needs based upon current technology. This list is adjusted periodically as items are acquired, technologies change, and decisions are deferred. Some sections of the agency are in the process of revising their equipment requirements.

YEAR 1 – 2004

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers@ $150	1,500
10	Cellular Phones @ $100	1,000
1	IFLOWS Vehicle	40,000
3	Base Station/Repeaters @ $12,000	36,000
20	Mobile Radios @ $2,000	40,000
12	Portable Radios @ $1,500	18,000
1	Operations Vehicle	50,000
2	Air Packs @ $2,700	5,400
2	THD Vehicles	83,000
5	Multi-Function Gas Monitors @ $4,800	24,000
2	Photoionization Devices @ $3,000	6,000
2	Combustible Gas Indicators	900
8	Personal Protection Equipment Costs	8,000
5	TV – Digital	5,000
20	UPS Equipment	2,000
1	Chlorine Kit and Simulator	4,700
2	Digital Cameras	1,500
29	Laptop Computers	29,000
53	Computer Monitors	10,600
2	RAS Vehicles	60,000
2	Copiers	10,000
2	LSS Vehicles	70,000
3	Facsimiles	5,000
1	THD Generator	1,500
1	THD Air Compressor	600
1	THD Smoke Producing Machine	500
1	THD Foam Producing Unit	1,500
12	THD Portable Radios	1,000
40	Computer CPUs	40,000
105	Printers	31,500
1	Ops Multi-Media Projector (EMT)	6,000

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers @ $150	1,500
10	Cellular Phones @ $100	1,000
1	Base Station/Repeaters @ 12,000	12,000
1	VSP Microwave Backbone Tie-In	12,500
2	Combustible Gas Indicators	9,000
2	Photoionization Devices @ $3,000	6,000
8	Personal Protective Equipment Costs	8,000
2	THD Vehicles	84,000
5	TV – Digital	5,000
3	VCR – Digital	1,500
1	RAS Vehicle	27,000
2	Air Packs @ $2,700	5,400
2	Copiers	10,000
1	PAO Scanner	4,000
	Software	20,000
1	Ops Multi-Media Computer (EMT)	6,000
30	Computer CPUs	24,000
20	Printers	4,000
1	THD Box Replacement	40,000
1	THD Outside Vehicle Tool Shell	40,000

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers @ $150	1,500
10	Cellular Phones @ $100	1,000
3	Base Station Repeaters	3,600
1	Agency Head Vehicle	30,000
2	Photoionization Devices @ $3,000	6,000
2	Combustible Gas Indicators @ $4,500	9,000
25	Laptop Computers	25,000
8	Personal Protective Equipment Costs	8,000
2	THD Vehicles	84,000
5	TV – Digital	5,000
3	VCR – Digital	1,500
2	Air Packs @ $2,850	5,700
2	Copiers	10,000
1	GIS Workstation	30,000
2	LSS Vehicles	72,000
1	RAS Vehicle	32,000
2	Facsimiles	1,000
30	Computer CPUs	24,000
20	Computer Printers	8,000
25	Computer Monitors	5,000
1	Ops Overhead Projector (EMT)	900
1	Ops Video Camera (EMT)	4,000
3	Ops Video Recorders (EMT) @ $400	1,200
2	Digital Cameras	1,500
1	OPS Vehicle	30,000

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers @ $150	1,500
10	Cellular Phones @ $100	1,000
1	Base Station/Repeater	12,000
1	Agency Deputy Vehicle	30,000
2	Photoionization Devices @ $3,000	6,000
8	Personal Protection Equipment Costs	8,000
3	TV – Digital	3,000
1	VCR – Digital	500
2	Air Packs @ $2,850	5,700
5	Multi-Function Gas Monitors @ $5,000	25,000
2	Copiers	10,000
2	THD Vehicles	84,000
2	Combustible Gas Indicators @ $4,500	9,000
1	Communications Vehicle	50,000
2	LSS Vehicles	72,000
30	Computer CPUs	24,000
	Facsimiles	2,000
1	Ops Multi-Media Projector (EMT)	6,000
20	Printers	4,000
15	Laptops	30,000
40	UPS Equipment	2,000
25	Computer Monitors	5,000
30	Level A & B Suits, Boots, Hats, Etc.	21,000

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers @ $150	1,500
10	Cellular Phones @ $100	1,000
1	Command Post Replacement	500,000
2	Photoionization Devices @ $3,000	6,000
1	UPS for Command Post	2,500
8	Personal Protection Equipment Costs	8,000
2	Copiers	10,000
2	THD Vehicles	85,000
5	Multi-Function Gas Monitors @ $5,000	25,000
2	Combustible Gas Indicators @ $4,500	9,000
2	LSS Vehicles	72,000
	Facsimiles	5,000
1	Ops Multi-Media Projector (EMT)	6,000
40	Computer CPUs	32,000
1	THD Generator	1,500
1	THD Air Compressor	600
1	THD Smoke Machine	500
1	THD Smoke Producing Unit	1,500
12	THD Portable Radios	1,200
20	Printers	4,000
2	Airpacks @ $3,000	6,000

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers @ $150	1,500
10	Cellular Phones@ $100	1,000
10	Cellular Phones @ $100	1,000
2	Photoionization Devices @ $3,000	6,000
8	Personal Protection Equipment Costs	8,000
2	Air Packs @ $3,000	6,000
	Software	45,000
2	Copiers	10,000
2	THD Vehicles	85,000
2	Combustible Gas Indicators @ $4,500	9,000
2	LSS Vehicles	72,000
2	RAS Vehicles	70,000
40	UPS equipment	4,000
2	Operations Vehicles	80,000
40	Computer CPUs	32,000
30	Computer Monitors	6,000
	Facsimiles	2,000
1	Ops Video Camera (EMT)	4,000
1	Ops Video Recorder (EMT)	1,200
1	Ops Digital Camera (EMT)	750
20	UPS Equipment	2,000
20	Laptops	80,000
	CEP Computer	3,800
40	Printers	8,000
1	Ops Overhead Projector (EMT)	900
1	Ops 35 mm Projector (EMT)	650

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers @ $150	1,500
10	Cellular Phones @ $100	1,000
1	Telephone System @ $10,000	10,000
1	Automatic Alert & Notification System	60,000
1	EAS Encoder/Decoder System	5,000
20	Mobile Radios @ $2,000	40,000
12	Handheld Radios @ $1,500	10,000
1	HFSSB Unit Upgrade	50,000
1	Operations Vehicle	50,000
2	LSS Vehicles	74,000
25	Laptops	50,000
8	Personal Protection Equipment Costs	8,000
	A/V Equipment – Digital	11,000
1	THD Portable Pump	5,000
50	Computers	40,000
	Colormetric Tubes	3,700
2	THD Vehicles @ $40,000	80,000
2	Copiers	10,000
1	General Administration Vehicles	60,000
	Facsimiles	1,000
1	Ops Multi-Media Projector (EMT)	6,000
20	Printers	4,000
25	Monitors	10,000
1	Decon Shower	700
1	TV – VCR	1,000
5	Drager Pumps	1,000
	Bonding & Grounding Equipment	1,000
1	THD Highway Simulator	6,000
1	THD Railroad Simulator	6,000
1	Chlorine Training Kits A, B, C	6,500
2	Airpacks @ $3,000	6,000
2	Photoionization Devices @ $3,000	6,000
2	Combustible Gas Indicators @ $4,500	9,000

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers @ $150	1,500
10	Cellular Phones @ $100	1,000
6	Satellite Phones/Radios @ $3,500	21,000
	Facsimiles	1,000
1	PAO Scanner	4,500
2	Copiers	10,000
20	Mobile Radios	40,000
12	Handheld Radios	18,000
1	Operations Vehicle	50,000
4	Mobile Phone Upgrade @ $1,500	6,000
4	Mobile Fax @ $2,500	10,000
2	Air Packs @ $2,500	5,000
8	Personal Protection Equipment Costs	8,000
2	THD Vehicles	81,000
	THD Miscellaneous Equipment	4,000
2	Photoionization Devices @ $3,000	6,000
	Colormetric Tubes	3,700
5	Multi-Function Gas Monitors @ $5,000	25,000
4	Digital Cameras	2,500
25	UPS Equipment	2,500
40	Computers	32,000
	A/V Equipment – Digital	5,000
2	Combustible Gas Indicators @ $4,700	9,400
20	Laptops	24,000
1	Portable Pump	7,000
1	Folding Porta-Tank	1,250
1	THD Sedan	30,000
1	THD Generator	1,800
1	THD Air Compressor	700
1	THD Smoke Producing Machine	600
1	THD Foam Producing Unit	1,600
12	THD Portable Radios	1,200
20	Monitors and Printers	6,000
1	Ops Multimedia Projector @ $6000	6,000

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers @ $150	1,500
10	Cellular Phones @ $100	1,000
8	Personal Protection Equipment Costs	8,000
	Facsimiles	1,000
2	THD Vehicles	85,000
2	Airpacks @ $3,200	6,400
2	Photoionization Devices @ $3,000	6,000
6	Administration and LSS Vehicles	210,000
2	Combustible Gas Indicators @ $4,500	9,000
5	Multi-Function Gas Monitors @ $5,000	25,000
2	Copiers	10,000
30	Level A & B Suits, Boots, Hats, etc.	21,000
5	THD Laptops @ $7,500	37,500
20	Laptops	40,000
30	Computer CPUs	24,000
20	Printers	4,000
40	UPS Equipment	4,000
1	Ops Overhead Projector (EMT)	900
1	Ops 35 mm Projector (EMT)	750
1	Ops Video Camera (EMT)	4,000
1	Ops Video Recorder (EMT)	1,200
4	Digital Cameras	3,000

NUMBER OF ITEMS	DESCRIPTION	COST
10	Pagers	1,500
10	Cellular Phones	1,000
6	Satellite Phones/Radios @ $3,500	21,000
3	THD Vehicles	105,000
2	RAS Vehicles	72,000
2	Operations Vehicles	80,000
2	Air Packs @ $2,600	5,200
2	Photoionization Devices @ $3,000	6,000
8	Personal Protection Equipment Costs	8,000
2	LSS Vehicles	72,000
20	UPS Equipment	2,000
2	Combustible Gas Indicators	900
20	Monitors	8,000
	Facsimiles	5,000
5	Multi-Function Gas Monitors @ $4,800	24,000
20	Laptops	40,000
30	Computers	24,000
20	Printers	4,000